

16 January 1963

MEMORANDUM FOR: Executive Director

SUBJECT : Forward Movement on Mid-Career Training Program

1. As I mentioned to you, the last meeting of the Mid-Career Training Board ended on a negative note. Matt, at the meeting, said he would ask you to discuss with the group what you and the DDCI wanted.

2. From what was said at the last meeting and from talks I have had subsequently with individual members of the Board, I believe these points represent the present thinking (understanding, misunderstanding, misconceptions, prejudices) of the Deputies (or their representatives):

[] (DDI): Wants to make sure any program is flexible so that it will suit DDI needs. He is not obstructing the concept. He is also concerned that there be no great outflow of DDI personnel for long periods. However, [] is generally constructive on this matter.

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Emmett Echols (OP): He raised the question of bad morale resulting from "separating the sheep from the goats". He believes that we should have mid-career training over a period combining (1) in-service OTR training (2) on-the-job training and (3) self-development. In other words, continue what we are now doing but improve the system.

[] (DDS): Raised no objection but wants more guidance as a basis for a response from the DDS.

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[] (Comptroller): He is not obstructing but wants to make sure that the course will be useful to men in the Comptroller's office.

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GROUP 1
Excluded from automatic
downgrading and
declassification

[redacted] (DDR): The idea of an Agency generalist seems to be accepted in the DDR.

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[redacted] (DDP): I talked to him at some length on 15 January, and he admits that the DDP is taking a cautious parochial view. Some of his points indicate sincere concern, but I think they can be answered.

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(1) DDP does not want to give out sensitive operational details to men who do not "need to know". (I believe this is irrelevant since this is not the intention of the course.)

(2) The period of GS-13 is a critical one for a careerist in the DDP. He is apt to be abroad and still rounding himself out as a DDP careerist. He has not reached a point where he is a generalist in DDP. It is difficult to pick the real comers at this time. It would be easier to pick GS-14s. Also a DDP man would probably have had more practical experience than his "academic" DDI brother. The DDP man is probably older too.

3. I suggest the following as a means of moving ahead:

a. Hold a meeting (this Friday if possible) in the DCI Conference Room.

b. Let Matt Baird explain progress to date, principal stumbling blocks as he sees them, and what now needs to be done.

c. Mr. Kirkpatrick briefly state why the Office of the DCI wants a mid-career training course.

d. Request each of the representatives of the Deputies to state any important reservations their Deputies have to such a program.

e. Mr. Kirkpatrick further comment on mid-career training and then request each Deputy to comment on the proposed core program (see attachments a, b, and c) by 1 February.

f. Finally, each Deputy should comply with paragraph 9 of attachment A.

4. Matt Baird tells me that the DDS would like to attend this meeting.

5. You might wish to talk to [] ahead of time. It will STAT give you an idea of the type of "parochial" resistance you might get. I think Bill will, however, give it to you forthrightly and constructively.

6. The following are the reasons, as I see them for a mid-career (or senior) training program:

a. CIA is a conglomeration of increasingly specialized professionals. There is need for a common basis of knowledge across the Deputy lines so that middle-grade officers can effectively conduct Agency business that concerns more than one Deputy.

b. There is need for a breather (the sabbatical concept) to broaden with new ideas the man who has not had the time or the opportunity to broaden himself.

c. The DCI and DDCI will increasingly expect middle-grade and senior CIA officers to have sufficient knowledge of CIA so that they can speak for the Agency not just the DDI or the DDP.

d. As intelligence problems become more complex, a middle-grade supervisor will be less effective in his job unless he understands the technical trends of intelligence collection as a U.S. Government problem. This is particularly important since middle-grade officers in the field may be the representative of the DCI for U.S. Government intelligence collection. He should understand Agency and U.S. Government intelligence problems.

e. An officer at mid-career should be acquainted with important trends (governmental, intellectual, managerial, world politics, etc.) so that he will be aware of the influences which are directly or indirectly affecting CIA.

7. Attached is Matt's 18 December memorandum which you have seen and verbally concurred in. Paragraph 9 should be complied with.

Also attached is a suggested mid-career course prepared by OTR. It is not good, but it will give the Deputies a jumping off place.

8. Also attached (attachment C) is a draft notice Matt prepared formalizing mid-career training by a Career Training Board.



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